



LOS ANGELES COUNTY DEPARTMENT OF MENTAL HEALTH
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October 11, 2012

TO: Each Supervisor

FROM: Marvin J. Southard, D.S.W.
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SUBJECT: **MENTAL HEALTH SERVICES ACT SKID ROW SERVICES
QUARTERLY REPORT – OCTOBER 2012**

This memo provides the latest status report regarding continuing Mental Health Services Act (MHSA) funded programs in the Skid Row area in response to your Board's April 3, 2007, motion instructing the Department of Mental Health (DMH) to take several actions related to efforts to reduce homelessness in Skid Row in coordination with communities outside of Skid Row.

Your Board instructed DMH to provide a quarterly progress report on the MHSA community-based services and supports planned for Skid Row including:

- Progress on implementation of programs planned for Skid Row, including Service Area Navigator Teams, Crisis Resolution Services, Full Service Partnerships, Wellness Centers, and the development of housing options;
- Tracking outcome measures for MHSA funded programs in the Skid Row area; and
- Tracking the number of clients who refuse medical treatment for alcohol and drug abuse.

We will continue to provide quarterly reports as instructed.

MJS:TB:LAH:mb

Attachment

c: Sachi A. Hamai, Executive Officer

**LOS ANGELES COUNTY DEPARTMENT OF MENTAL HEALTH
MENTAL HEALTH SERVICES ACT
SKID ROW SERVICES PROGRESS REPORT**

October 11, 2012

On April 3, 2007, the Board of Supervisors approved the Department of Mental Health's (DMH) request to utilize Mental Health Services Act (MHSA) funding to implement programs to reduce homelessness and promote wellness and recovery in the Skid Row area. Since that time, the Department has implemented the following programs:

- Skid Row Management Team (SRMT) provides overall administration, management and coordination of existing services and the development of new services in collaboration with local stakeholder planning groups.
- Crisis Resolution Service (CRS) at the Downtown Mental Health Center (DMHC) which provides short term, intensive mental health and supportive services, including comprehensive assessment, medication evaluation and management, emergency shelter placement, and the initiation of benefits establishment.
- Client Run Wellness Center (CR-WC) for the Skid Row area to serve individuals who no longer require intensive mental health services. On September 9, 2008, the Board of Supervisors approved the Board Letter awarding Emotional Health Association dba SHARE! the contract with DMH to operate the CR-WC in the Skid Row area. The program has been operational since April, 2009.
- On March 1, 2009, the Department accomplished the goal of creating a directly operated Wellness Center through the successful transformation of the DMHC outpatient services.
- On June 30, 2009, the newly created DMHC Field Capable Clinical Services (FCCS) team began providing on-site mental health services, integrated with primary healthcare and substance abuse assessment services for clients at the Center for Community Health of Downtown Los Angeles (CCHDLA - formerly known as Leavey Center). The team also has the capacity to provide field services to those clients residing in the area's shelters and single room occupancy hotels.
- Prevention and Early Intervention (PEI) programming which provide evidence based services to persons with less serious mental health issues were initiated at the DMHC main clinic in 2011.

DMH MHSA funded programs in the Skid Row area serve individuals in need of a variety of mental health and other treatment needs and supports. With the opening of the CCHDLA, CR-WC, the implementation of a DMHC FCCS team, the transformation of our DMHC outpatient program to a professionally staffed, enhanced Wellness Center, and most recently with the addition of PEI programming, mental health clients in the Skid Row area currently have a vastly enhanced array of wellness and recovery programming to address their individual service needs. Other MHSA funded programs that service the Skid Row area include the DMHC Full Service Partnership (FSP) program, and the Service Area 4 Navigator Team (SANT 4) which are discussed below. Also, included are detailed reports on the performance of the DMHC CRS program and the Department's funding of housing development, and associated service collaboration efforts.

Full Service Partnership (FSP)

DMHC FSP was implemented in December 2006 as the first MHSA funded program in the Skid Row area. Utilizing a field based approach and doing "whatever it takes" DMHC FSP has continued to realize positive outcomes with clients having a history of chronic homelessness, high incarceration and/or high acute hospitalization rates. As of September 17, 2012, the number of enrollees was at 153 clients. There are an additional 10 potential clients that staff are actively outreaching to. We expect that this number will increase due to the recent dedicated efforts with: Operation Healthy Streets and the Spring Street Encampment Project. As clients progress in their recovery they are "stepped down" to less intensive services, such as Wellness Center services; CR-WC services along with employment and on-going support from a private mental health provider; and/or other services determined by the individualized needs of those clients. Illustrated below are the continuing successful efforts of DMHC FSP to reduce homelessness, incarceration, and acute psychiatric hospitalization rates with its clients.

OUTCOMES		
Measures	This Quarter	Last Quarter
Days hospitalized in the year prior to enrollment vs. post-enrollment (adjusted for time)	59% decrease	70% decrease
Days homeless in the year prior to enrollment vs. post-enrollment (adjusted for time)	86% decrease	86% decrease
Days incarcerated in the year prior to enrollment vs. post-enrollment (adjusted for time)	36% decrease	35% decrease
Percentage of enrolled clients identified with a history of co-occurring mental health and substance abuse/use issue in various stages of recovery, from active or episodic use, to abstinence. Most are actively engaged in appropriate treatment, ranging from 12-Step meetings, and FSP Skid Row Co-Occurring Recovery and Empowerment (SCORE) treatment programming.	92%	88%

Service Area 4 Navigation Team (SANT 4)

SANT 4 covers a large and diverse area, from West Hollywood to Boyle Heights, which includes the Skid Row area. SANT 4's mission is to link individuals of all ages to specialized mental health services such as FSP, Assertive Community Treatment (ACT) and Adult Targeted Case Management Services (ATCMS). One of the methods utilized by SANT 4 to accomplish its goals is through the Impact Unit. The Impact Unit serves a critical role in ensuring linkage to appropriate community-based programs and services. The Impact Unit meets semi-monthly with the Service Area 4's DMH contracted and directly operated programs to review individual client referrals and to determine the most appropriate specialized programs (FSP, ACT, and ATCMS) to serve those clients.

The goals of SANT 4 are:

- Linkage to housing resources;
- Successful community reintegration for persons with mental illness from institutional settings;
- Provision of services for underserved, unserved and inappropriately served consumers with mental illness through linkage to appropriate type and level of care;
- Reduction in homelessness in the Skid Row area;
- Promotion of MHSA services in the community in collaboration with service providers and community agencies; and
- Successful outreach and engagement efforts by contracted and directly operated programs that identify and link prospective consumers to services.

During the last quarter, SANT 4 has received a total of 126 referrals for adult clients, (26-59 years of age inclusively) for specialized programming. (See Table 1 for referral location and disposition details.)

Table 1

ADULT CLIENT REFERRALS		
DISPOSITION	# OF REFERRALS/ LOCATION	
	Non-Skid Row Area	Skid Row Area
Enrolled in FSP	44	7
Currently in Outreach and Engagement	29	3
Referred to Another Service Area	10	0
Sent to Older Adult	2	0
Enrolled in an Outpatient Program for Field Capable Clinical Services (FCCS)	13	0
Declined Specialized Services	1	0
Did Not Meet Criteria	5	0
Pending Assignment	11	1
SUBTOTAL	115	11
TOTAL ADULT REFERRALS	126	

During the last quarter, SANT 4 has received a total of 77 referrals for **Transition Age Youth (TAY)** clients (16-25 years of age inclusively) for specialized programming. All referrals were from non-Skid Row areas. (See Table 2 for disposition details.)

Table 2

TAY CLIENT REFERRALS	
DISPOSITION	# OF REFERRALS
Currently in Outreach and Engagement	15
Enrolled in FSP	21
Cancelled (Lost During O&E, Declined Services, or Withdrawn)	12
Dis-enrolled from FSP during the Quarter	1
Referred to Field Capable Clinical Services (FCCS)	8
Referred to Another Service Area	3
Referred to Adult FSP	1
Referred to School-Based Services	1
Linked to Residential Treatment	1
Referred to DCFS WRAP	0
Linked to Outpatient Services	3
Client Incarcerated Prior to Referral to FSP	0
Assigned to Navigation	2
AWOL Prior to Case Assignment	2
Refused Services Prior to O&E	0
Pending FSP Slot Opening	7
TOTAL TAY REFERRALS	77

Permanent Supportive Housing

Consistent with the goal to reduce homelessness and promote wellness and recovery in the Skid Row area, the DMH has committed MHSA funding to provide and/or leverage capital development, operating subsidy, and service funding for the development of new supportive housing units. Overall, the DMH has supported the development of 675 new units of permanent supportive housing in the Skid Row area. The DMHC FSP and WC programs have collaborated with SRO Housing Corporation to provide in-kind supportive services for several of their supportive housing projects in the Skid Row area. Currently, the aforementioned DMHC programs are providing in-kind supportive services to approximately 89 homeless clients with a mental illness who are residing at the James Wood Apartments and the Renato Apartments. The DMHC programs have also agreed to provide in-kind supportive services to homeless individuals with a mental illness who will be residing at the proposed SRO Gateways Apartments. This apartment complex will consist of a total of 108 permanent supportive housing apartments which are all efficiency studio units. It is scheduled to open in December 2012. Since the in-kind supportive services will be provided by DMHC, SRO has committed to set aside approximately 53 units for DMHC clients (See Figure 1).

Figure 1

DMHC Supported Units	Number of Units	
Project Name	FSP & WC Supported Units	Total Units
Renato Apartments	58	96
The James Wood Apartments	31	53
The Gateways Apartments	53	108
Total DMHC FSP/WC Supported Units	142	257

Through the MHSA Housing Program, a component of the MHSA Community Services and Supports Plan, the DMH has made a local commitment to provide capital development funds and capitalized operating subsidies for the development of new supportive housing units. As of June 2012, the DMH had committed MHSA funds to 33 projects to provide permanent supportive housing. Of the 33 projects, two are located in the Skid Row area. The Charles Cobb Apartments opened in December 2009, and the Ford Apartments opened in December 2011 (See Figure 2). The other 31 projects are distributed throughout the County of Los Angeles with at least one project in each Service Planning Area.

Figure 2

MHSA Housing Program	Number of Units	
	MHSA Units	Total Units
Charles Cobb Apartments	25	76
The Ford Apartments	90	151
Total MHSA Housing Program Units	115	227

Finally, a Countywide MHSA Housing Trust Fund (HTF) Program of \$10.5 million was established to support the development of new permanent supportive housing for people with psychiatric disabilities. The HTF provides funds for on-site supportive services for supportive housing projects as well as supportive services for scattered site housing projects. The services being provided assists formerly homeless individuals and their families maintain their housing and pursue their recovery goals. As indicated in Figure 3, two of the Housing Trust Fund Program projects are located in Skid Row. Both projects are fully occupied.

Figure 3

HTF Program		
Projects	Number of Units	
	HTF Units	Total Units
Project Home	22	71
Rainbow & Abbey Apartments	50	120
Total HTF Units	72	191

Housing Assistance

As indicated in Figure 4 below, the DMH provides financial resources for clients moving into housing from homelessness by paying the security deposit and purchasing the basic essentials to furnish their apartment. During the period of July 1, 2012, through September 30, 2012, the Department assisted 33 DMHC clients with securing permanent housing. See Figure 4.

Figure 4

Type of Assistance	Number of Clients
Security Deposit at time of Move-In	12
Purchasing Household Goods	19
Ongoing Rental Assistance	2
Eviction Prevention	0
Total Clients Assisted	33

Crisis Resolution Services (CRS)

DMHC CRS is a short term (60 days or less), outpatient, intensive, clinical and case management program that provides crisis intervention and stabilization for new, returning, or disengaged clients. Services include but are not limited to: emergency shelter, transitional and permanent housing, and referrals for medical and dental services, benefits establishment, intensive case management, psychiatric services, medication, short-term psychotherapy, and crisis intervention.

In Figure 5, we are able to report the following information for the period April 1, 2012, through June 30, 2012. Figure 6 illustrates the success of the DMHC CRS program since its implementation in 2007.

Figure 5

DMHC CRS Outcomes - 30 Days after Receiving Services	
Measure	Result
Percentage of clients not requiring psychiatric emergency services	99.4
Percentage of clients not admitted to Inpatient Psychiatric Hospital	97.8
Percentage of clients not incarcerated	98.6

And within 90 days after initially presenting for services from Downtown CRS, 22.2% of clients were successfully linked to and seen by another outpatient mental health service provider.

Figure 6

DMHC CRS Outcomes – Since Implementation	
Measure	Result
Total number of cases opened through June 2012.	11,348
Percentage of homeless clients linked to emergency, transitional or permanent housing on day of screening or intake.	40%
Percentage of clients with a co-occurring mental illness and substance use disorder successfully enrolled in treatment.	20%*

* The remaining 80% are being engaged by staff using Motivational Interviewing to encourage them to consider treatment options.

CRS provides immediate, frequent, intensive case management for clients and employs a “whatever-it-takes” approach to addressing individual needs, including mental health services, housing, physical health care, and assistance with benefits establishment. Due to its demonstrated success over the past five years, DMH has developed additional CRS programs in each Service Area throughout the county.

Skid Row Management Team (SRMT)

During this past quarter the DMH SRMT has begun the coordination of mental health services in two distinct outreach and engagement efforts in the downtown area. One is in conjunction with Operation Healthy Streets, which is collaboration with LAPD Central Division, Central City East Association (CCEA), Los Angeles Homeless Services Authority (LAHSA) and L. A. County Department of Public Health aimed at outreaching to, and assisting encamped homeless individuals with mental illness and other needs get linked to DMHC services which include housing services. The second project, at the direction of Supervisor Molina's office, is targeting encamped homeless individuals on Spring Street near the old Plaza Church. SRMT is continuing its ongoing efforts to sustain engagement with community providers and stakeholder groups, including consumers and loft dwellers, to obtain critical input about the many issues affecting the Skid Row area. The SRMT has held bi-monthly meetings of the Skid Row Community Advisory Board (SRCAB) as a vital venue for this community engagement effort. The SRCAB is comprised of Skid Row stakeholders, i.e., housing, health, and social service providers; and residents, including consumers that are dedicated to collaborative and integrative efforts to develop more accessible, and effective social and health care services.

SRMT activities over the past quarter have included:

- Attended four meetings with Louisa Ollague, Deputy to Supervisor Gloria Molina; Michael Castillo, CEO Homeless Services; George Yu, Chinatown Business Improvement District; Captain Horace Frank, LAPD Central Division; and others to plan and implement the Spring Street Outreach and Engagement Project. To date over 30 potential mental health clients identified;
- Met with representatives of LAHSA, PATH, and DMHC FSP, DMHC WC, and DMH Housing Division to plan and implement Home for Good Project which will make available a minimum of 25 Homeless Section 8 vouchers to be utilized with clients identified in the Operations Healthy Streets Outreach Project;
- Represented DMH in the Center for Community Health of Downtown Los Angeles Clinical and Executive Leadership Team meetings. Other participant agencies are JWCH; Homeless Healthcare of Los Angeles; and County agencies: Departments of Public Health and Health Services;
- Hosted and participated in weekly and monthly meetings of the Skid Row (Family) Assessment Team (SRAT) with Department of Children and Family Services (DCFS), Department Public Social Services (DPSS), Department of Public Health (DPH), and Los Angeles Homeless Services Authority (LAHSA) regarding the ongoing provision of collaborative services to homeless families with minors;

- Hosted monthly meetings with the Program Heads of SA 4 directly operated programs to coordinate the provision of mental health services throughout the Service Area, including the planning and implementation of expanded Prevention and Early Intervention (PEI) services, Healthy Way LA (HWLA), and AB 109 programming;
- Hosted bi-monthly meetings with DMH SRCAB, a local forum for consumers, families, service providers, and community representatives to provide the SRMT with information, advice, and recommendations regarding the mental health service needs in the Skid Row community;
- Participated in the monthly DMH SA 4 Executive Providers Meetings in collaboration with SA 4 Management Team;
- Participated in the monthly Service Area Advisory Committee (SAAC) meetings for SA 4. SAAC meetings are comprised of community stakeholders, including residents, persons who work in the area, consumers, family members of consumers, and social service agencies. The meetings serve to educate the public about the MHSA, including priorities such as PEI, and solicit input and feedback from the public about DMH's implementation of MHSA programs;
- Continued participation in the Central Library Project, a weekly outreach and engagement service with the Los Angeles City Library in downtown Los Angeles which to date has provided information to over 800 prospective mental health clients who frequent that site; and
- Continued provision of technical assistance to the three DMHC program sites and community partners in the Skid Row area to enhance the effectiveness of MHSA programming.

Summary

The Department of Mental Health has continued its efforts to work with Skid Row area stakeholders to build on the programming it has implemented through the passage of the Mental Health Services Act in 2004. This has been accomplished not only by expanding County run services, but through the growth of contracted mental health programming, grants to housing providers, and more effective partnering with other agencies aimed at creating a coordinated continuum of care that addresses the needs of the entire person: mental health, medical, housing, educational, benefits establishment, employment readiness, as well as other health and social services needs. This smarter approach to delivering services has resulted in sustained, measurable improvement in client wellness and recovery outcomes, and breaks the costly cycle of emergency or inpatient psychiatric care and/or incarceration. DMH programs in the Skid Row area are a model of what can be achieved in addressing the needs of homeless clients with mental health and other needs.